CS1.76
8/1

# Employment of Women Increases

The U.S. Civil Service Commission recently reported that women employed in full-time, white-collar jobs in the Federal Government increased by 38,843 in the year ending October 31, 1974.

The October 1974 survey showed that women represented 61 percent of the overall net increase of 63,677 in Federal white-collar jobs in the one-year period, raising their representation in the white-collar work force by nearly one percent—from 34.0 percent in October 1973 to 34.9 percent a year later. The number of white-collar jobs held by men increased by 24,834.

Excluding the U.S. Postal Service employees from the overall white-collar total, the percentage of women in Federal white-collar positions increased from 40.8 percent in 1973 to 41.7 percent in 1974.

The 1974 survey shows that women held 71.2 percent (419,066) of all positions at the GS–1 through 6 and equivalent grade levels, presently paying $5,559 to $12,934 per annum; 25.6 percent (158,430) of those in the middle grades, GS–7 through 12, now $11,046 to $25,200; and, 4.7 percent (9,317) of the positions at the GS–13 level and above, now $22,906 to $37,800. In the Postal Service, women held 85,863 (16.3 percent) of the 526,576 total positions in 1974, up from 15.0 percent a year earlier, representing an increase of 10,656 positions. And, 37.7 percent of the 26,016 positions in the "other

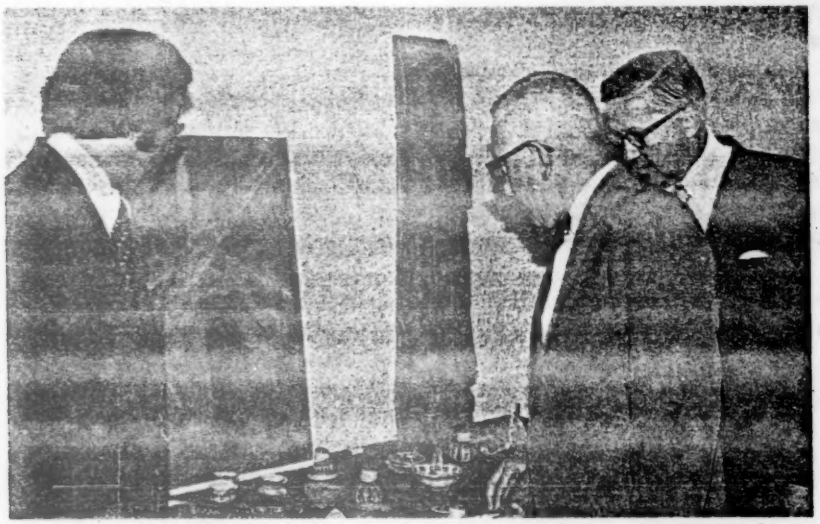
*cont'd p–4.*

EEO
Spotlight

Published bimonthly
by the United States Civil Service Commission
in the interest of equal employment opportunity

Volume 8 Number 1 November-December 1975

LOUISVILLE
PUBLIC LIBRARY



*Celebrating National Hispanic Heritage Week in the new Portland, Oregon Federal Building are (l to r), Rafael Martinez, Spanish Speaking Coordinator, VA Hospital; Dr. C.P. Henke Portland VA Hospital Director; and Personnel Officer, C.E. Smith.*

## *Hispanic Heritage Week*

National Hispanic Heritage Week, 1975 was celebrated last September by Federal agencies throughout the country. Observances included recognition ceremonies, art exhibits, forums, and other related activities.

The Seattle Federal Executive Board sponsored weeklong activities including poster exhibits featuring Aztec art, famous Hispanic persons, and Hispanic contributions to valor in the Armed Forces. A formal presentation was made by Professor Reymundo Marin, Director of Academic and Cultural Affairs, Instituto Cultural Tenochtitlan, Mexico City. The presentation included an historical and contemporary overview of Hispanic history, emphasizing Hispanic contributions to our national heritage.

Thomas G. McCarthy, CSC Regional Director presented to Professor Marin a copy of President Ford's proclamation designating National Hispanic Heritage Week 1975. The Regional Director also stressed the need for continued and concerted efforts toward achieving the goals of the Spanish Speaking Program.

In proclaiming National Hispanic Heritage Week, President Ford said, "We can look forward to discovering other contributions from the Hispanic civilization so long and well established in our land and from millions of Americans of Hispanic origin who enrich our society."

# GO and STEP at NASA

Under training agreements approved by the Civil Service Commission, the National Aeronautics and Space Administration (NASA) is successfully implementing an effective upward mobility program agency-wide.

Along with traditional training programs, NASA has three specific upward mobility program components covered by CSC-approved training agreements: GO (Growth Opportunity), STEP (Specialty Training for Entry Professionals), and CROSSOVER.

The GO program enables nonprofessional employees from GS–2 through GS–9 to enter paraprofessional career ladders, which may or may not be allied to an employee's present occupation, and be trained for a target position with a higher promotion potential.

The STEP program permits nonprofessional employees, GS–5 through GS–10, to enter professional ranks with training from one year to 18 months, depending on the entry level and needs of the participant. The program offers participants eligibility for promotion to the next higher grade level upon successful completion of the training.

The CROSSOVER program permits professional employees, GS–5 through GS–10, in deadended positions, to be trained for different positions with higher growth potential.

NASA's upward mobility efforts began in 1973 with a pilot program at the headquarters level. Now all ten NASA installations are implementing the upward mobility program and have employees in training.

In the initial stages of the program, the upward mobility staff worked with top agency managers to assure the commitment and support needed to implement a successful program. From the outset, all target jobs had to be legitimate projected vacancies and bona fide positions at NASA.

In order to apply for the STEP program, employees must meet the following minimum requirements: have been with NASA for one year; presently be in grade GS–5 through GS–10 or a Wage Board equivalent; presently serve under a career or career conditional appointment; and, be in other than administrative or professional positions.

Of 114 STEP applicants, 24 were chosen to compete for the original 8 STEP positions. The 114 competed in a selection system which included the following steps:

—applications rated by a three-member panel;
—appraisals from two supervisors (one current and one of the employee's choice);
—interview by a four-member panel using the System for Identification of Motivational Abilities (SIMA). (In lieu of the SIMA Interview, a structured interview is sometimes used. Nonetheless, one interview technique is used consistently throughout the year's program selection).
—job element appraisal from current supervisor.

Supervisors then selected one of the three candidates referred to them.

Within 6 weeks of selection, each trainee received a formal training plan. This plan was reviewed and/or revised by the trainee and the supervisor as needed. A quarterly evaluation of the trainee is made by the supervisor and submitted to the upward mobility office.

Counseling is provided beginning at the time of application and throughout the process, particularly in connection with quarterly evaluations.

The NASA-wide upward mobility program is monitored on a day-to-day basis by supervisors of participants and the upward mobility staff.

Recently, NASA underwent a total in-depth personnel evaluation agency-wide. The detailed evaluation included a random sample of interviews concerning the upward mobility program. This sample revealed no negative response to the upward mobility program. The most obvious question raised by the sample was, "Why aren't there more people in the program"? The NASA-wide Upward Mobility Coordinator said that this year the number of positions has increased slightly.

NASA also participates in the Worker Trainee Opportunity Program (W–TO), under which all NASA GS–1's and equivalent positions are filled from the Worker Trainee Register. To date, the retention rate of employees entering this program is more than 90 percent.

The drop-out rate for the GO and STEP programs has been zero. This evidences careful program planning, sound selection procedures and good monitoring of the upward mobility effort at NASA.

As NASA employee, Geneva Barnes, an upward mobility program graduate says, "the upward mobility program works here at NASA, the coordinators make it work."

For more information on NASA's upward mobility activities, write or call NASA Employee Development and Benefits Branch, 600 Independence Ave., SW, Room 211, Wash., D.C. 20456, telephone 202–755–3516.

**Participants in NASA Programs**

| | Total Agency | | Non-Minority | | Minority | |
|---|---|---|---|---|---|---|
| | Male | Female | Male | Female | Male | Female |
| GO— | 8 | 28 | 4 | 17 | 4 | 11 |
| STEP— | 17 | 54 | 11 | 29 | 6 | 25 |
| total | 25 | 82 | 15 | 46 | 10 | 36 |

Total participants—107
Total Worker Trainees = 88
In addition, between 650 and 700 NASA employees participate in traditional continuing education programs.

**Geneva Barnes:** For twenty years she was a secretary and saw no way into a career ladder offering more potential for advancement. She knew she had the potential to bridge the gap, but could find no vehicle to do so until the NASA Upward Mobility Program came along. After 18 months of training she is now an administrative officer and has received a promotion. Based on her success, her office has developed another STEP program slot.

**Warren Whitley:** After one year of training he was promoted to a computer specialist position. He had been a teletypist for several years. He feels the STEP program has provided employees a means of moving up and out of dead-ended positions. He participated in the NASA total personnel evaluation as a computer specialist by assisting in the design of the information system.

## Spanish Translation Revised

"Trabajando para los USA", the Spanish translation of "Working for the USA" has been revised. The 32-page booklet contains basic information on Federal employment, including sections on age, citizenship, employee benefits, incentive awards, investigations, kinds of appointments, opportunities for advancement, pay, examinations, and veterans preference, along with other helpful information.

Due to budget limitations, the Civil Service Commission will be printing a relatively small supply, for use in its Federal Job Information Centers. Federal agencies wishing to obtain quantities of the booklet should refer to US Civil Service Commission Bulletin No. 171–495 for instruction on how to order it.

The CSC has requested that this publication also be stocked for sale by the Superintendent of Documents, United States Government Printing Office.

## Upward Mobility and Cost Effectiveness

Every decision the Government manager makes must stand the test of cost effectiveness. Decisions to recruit, hire, and train employees must be viewed against a backdrop of leaner and leaner budgets and soaring costs. An essential element in all upward mobility program planning is cost effectiveness.

Effective and successful upward mobility programs identify and develop human resource potential within the organization and provide assistance to managers in: reducing total salary costs by restructuring jobs to entry or trainee levels; avoiding downtime resulting from vacated positions by filling positions more rapidly; and reducing high turnover, absenteeism, and worker dissatisfaction by providing expanded career goals and opportunities for employees with potential.

Upward mobility programs are at the heart of more efficient human resource accounting. They are another tool for the cost-conscious manager.

## New CSC Publication

CSC Bulletin No 171–491 is being distributed to agencies this month offering Federal agencies the opportunity to ride a CSC-Government Printing Office requisition to obtain bulk copies of a new Civil Service Commission publication entitled "CORNERSTONES—Equal Employment Opportunity in the Federal Government," a 12-page, self-bound booklet.

CORNERSTONES gathers in one publication the documents which constitute the basis in legislative and executive authority for the Federal Government's equal employment opportunity program. Included are the full texts of: (1) President Ford's Memorandum on Equal Employment Opportunity for Heads of Departments and Agencies, dated March 6, 1975; (2) Executive Order 11478, dated August 8, 1969; (3) Section 717 of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act. of 1972; and (4) Section 15, Age Discrimination in Employment Act of 1967, as amended in the Fair Labor Standards Amendments of 1974. Also included is an outline of the elements of an affirmative action program for equal employment opportunity.

Federal agencies will find the publication useful as a resource document for training and orientation of personnel, including managers and supervisors; as a ready reference for EEO and personnel officials; and for providing information to the public on the Federal Government's equal employment opportunity program.

The Superintendent of Documents has been requested to stock the publication for sale.

For further information concerning CORNERSTONES get in touch with Ed Shell, EEO SPOTLIGHT, US Civil Service Commission, Rm 7520 1900 E Street, NW, Washington, DC, 20415, telephone, 202–254–9471

white-collar pay plans" were held by women in 1974.

The data indicate an increase in the percent of GS–16 through 18 "super-grade" positions held by women from 1.9 percent in 1973 to 2.4 percent in 1974.

Because of a change in collection of data and definition of white-collar positions in pay systems other than the General Schedule, direct comparisons of grade distributions in the 1973 and 1974 surveys cannot be made. However, the new approach will make possible more meaningful comparisons in future annual surveys.

The survey also revealed significant gains for women in a number of occupational groupings. The greatest gain was recorded in the large general administrative-clerical and office services occupations in which an increase of 10,619 brought the total number of women in the group to 323,369. Other occupational groups in which women made significant gains included Postal Field (up 8,421); Legal and Kindred (up 4,578); Budget (up 2,155); Social Science, Psychology, and Welfare (up 2,047); and Personnel Management and Industrial Relations (up 1,513). The number of women increased in all occupational groups except the Mathematics/Statistics and Education groups, in which slight decreases occurred.

## EEO Institute Courses

| January | | February | |
|---|---|---|---|
| EEO Counseling | 6–8 | Advanced EEO Counseling | 10–12 |
| EEO Counseling | 20–22 | EEO Affirmative Action Plans | 10–13 |
| EEO & The Federal Employee | 13 | EEO Counseling | 3–5 |
| Investigation of Complaints of Discrimination | 27–30 | Instructor Institute: EEO Counseling | 24–26 |
| Manager's Role in EEO | 19–23 | EEO for Personnel Spc. & Admin. Officers | 24–26 |
| Spanish Speaking Program | 6–8 | Federal Women's Program Coordinator | 3–5 |
| Supervisor's Role in EEO | 13–15 | Supervisor's Role in EEO | 17–19 |
| Upward Mobility: Training Design | 20–22 | | |
| Managing EEO Programs | 19–23 | | |

*(These courses are offered in the Washington, D.C. area; for further information, contact the EEO Training Institute, Bureau of Training, U.S. Civil Service Commission, Washington, D.C. 20415. Many of the same courses are offered at the Commission's 10 regional training centers; for information on these field offerings, contact the nearest USCSC regional office.)*

EEO
Spotlight
Editor: Ed Shell

The Chairman of the U.S. Civil Service Commission has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agency. Use of funds for printing of this periodical has been approved by the Director, Office of Management and Budget through June 30, 1977.

EEO
Spotlight

Vol. 8 No.1 November-December 1975
UNITED STATES
CIVIL SERVICE COMMISSION
Office of the
Assistant Executive Director
Washington, D.C. 20415

Official Business

United States Civil Service Commission
POSTAGE AND FEES PAID

U.S.MAIL